

University of Nebraska-Lincoln Johnny Carson School of Theater and Film

Design Thinking Workshop

Innovation Campus
November 17, 2014

Final Report



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We thank the **Johnny Carson School of Theatre and Film** for making this Design Thinking Workshop possible.

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ACKNOWLEDGEMENTS AND PLANNING TEAM

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Design Thinking

@ COLLEGE OF DESIGN

UNIVERSITY OF MINNESOTA

INTRODUCTION

INTRODUCTION

Who we are

Design Thinking is an emerging field applying tools and processes emerging from the design disciplines to complex, system-wide problems. It applies design processes to engage individuals and groups on specific creative problem solving, and changing the status quo by making systems change while having fun with human creativity.

Design Thinking @ College of Design is a collaborative at the College of Design, University of Minnesota that provides design thinking research and outreach services across sectors. Our audacious goal is to unleash the creative potential of individuals and organizations across all sectors to innovate in fulfilling their mission at the local, regional, national and international level. We are located at University of Minnesota's Twin Cities campus. You can find us on our website (dt.design.umn.edu/), Facebook (www.facebook.com/pages/Design-Thinking-at-College-of-Design/653794797998629) and Twitter (twitter.com/UofMDesignThink).

JCSTF Mission

JCSTF Design Thinking Workshop Goals

The Design Thinking Workshop was planned as part of JCSTF's strategic planning process to envision the future of JCSTF. The overall goals of the Design Thinking Workshop were to:

1. Articulate working relationship between board and staff to achieve mission
2. Determine priorities for FY15 (that can be developed by board committees/staff as annual work plan)
3. Create effective State-wide strategy and presence for MAM
4. Identify current and new avenues of funding for MAM
5. Explore transition of MAM from its historical approach and operations to future strategy and operations

WORKSHOP SCHEDULE

WORKSHOP SCHEDULE

10:30am Prelude: Introductions

This section included participant introductions, introduction to the design thinking process and description of the four design challenges.

10:45am Writing the Script: Build Empathy

This phase involved sharing stories and observations in teams from participant experience related to the design challenge.

11:15am So You Want to Make A Movie? Define the Problem/ Identify the Opportunity

This phase involved identifying the problem/opportunity at the heart of each team's design challenge.

09:00am Ideate: Phase 1: Brainstorm Solution Ideas

This phase involved generating abundant extreme/radical ideas.

09:20am Ideate: Phase 2: Choose a Different Perspective

This phase involved choosing another perspective, for example: What would Steve Jobs do?

09:40am Prototype: Think with your hands, create a prototype of your solution

This phase involved discovering and learning from the act of making prototypes to solve the problem and meet the opportunity.

10:10am Develop Presentation: Work on a Presentation of your Prototype

This phase involved working on creating a presentation describing the prototype to the large group.

10:30am Presentation and Feedback: 4-minute Presentation

This phase involved team presentations in larger group.

11:00am Implement, Scale and Spread: Think about where this could go next

After the creative work, the teams discussed how to implement their ideas in reality.

11:30am Implementation Share-out

This phase involved sharing the team's implementation steps with the larger group.

11:45am Wrap Up and Next Steps

DESIGN THINKING OUTCOMES

TEAM 1 OUTCOME The Big Bang: The Transformation of MAM

Team Members **Douglas Hegley, Jada Hansen, Matt Hill, Todd Wright**



Ideation



Prototyping



Working Team



Presentation *(Click to Play)*

Design Challenge

- How might we catalyze the transition of MAM from its historical approach and operations to future strategy and operations?
- How might we articulate a working relationship between MAM board and staff to achieve its mission?

Problem Statement

MAM needs a way to become “actionized” - a professional, visionary organization that provides value to its constituency in a clean, articulated mission, however MAM must overcome both tangible and intangible obstacles.

Prototype Description

The old MAM undergoes a big bang, gets a clean sweep, plants a new dazzling stake in the ground and is now actively listening and has technology features and follows the shiny path to participants, donors and growth in the service to the entire state.

TEAM 1 OUTCOME The Big Bang: The Transformation of MAM

Team Members **Douglas Hegley, Jada Hansen, Matt Hill, Todd Wright**

Design Features

- Colorless box with old tied-up MAM inside; full of binding apparatuses stuck knee deep in tradition
- The big bang; single stream of blood
- Clean sparkle sweep
- Sparkle stake of intention; stake of aspiration
- Sits upon the fabulous path adjacent to the tower of exciting innovations grounded in technology
- Which is in concert with active listening
- Leads to Seussical tree of collaborative community, sponsorship, partners, crowned with cash.

Implementation Steps

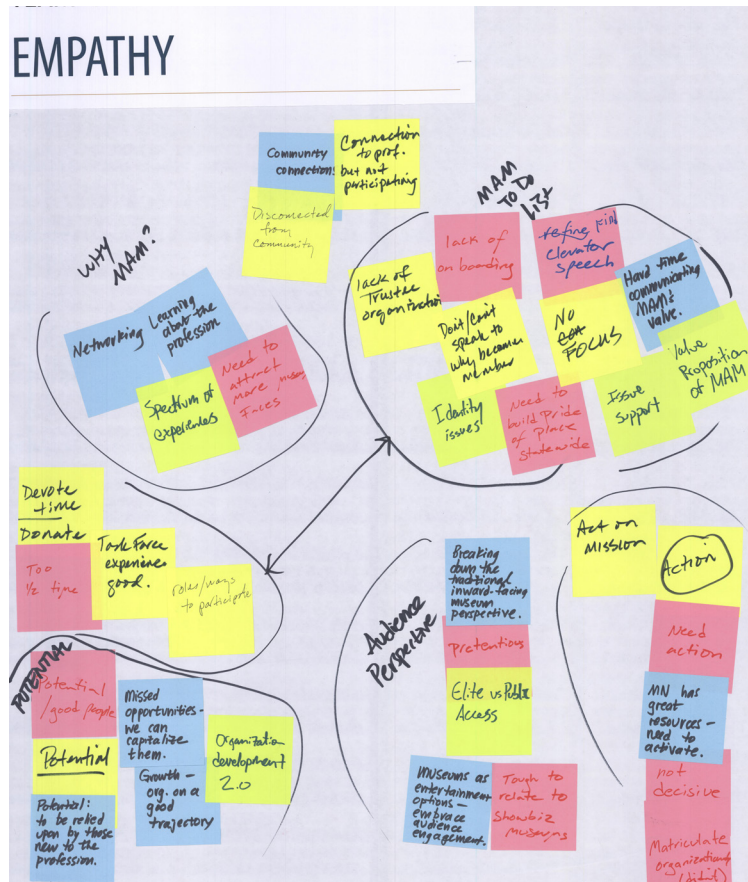
1. FUNDING
 - Partnership agreement: GOAL - succeed or renew (by Todd Wright and executive committee, now and ongoing)
 - New sources: Identify, leverage (by Task Force and new participants, establish in summer 2014 and actions in 2014-2015)
2. NEW STRATEGIC PLAN (5 YEAR) - with annual review and plan (by all directors task force, August 2014 through February 2015)
 - Action-focused. Specific goals.
 - Change-defined and prioritized
 - Clarity on staff actions and responsibilities: EMPOWER Todd Wright
 - Answer: WHY? (always).

3. INVOLVE STAKEHOLDERS across the state
 - When, how - given constraints? PLAN! - evaluated in current financial year, ending April-May 2015 (by Todd Wright and Task Force, now and ongoing)
 - Re-evaluate "membership" (by Task Force and stakeholders)
4. COMPLETE EVOLUTION from Steering Committee to Board of Directors
 - Articles of incorporation + bylaws updated (by existing Task Force, September 2014)
 - Improved process (by Executive Committee, December 2014)
 - Implement Task Force model - with priority/ timed projects/ goals (by the Board, now)
5. ASPIRATION: Commit to bold goals (by the Board, now and ongoing)
 - Excellence
 - Excitement and celebration of success
 - Community and Diversity (by Task Force)

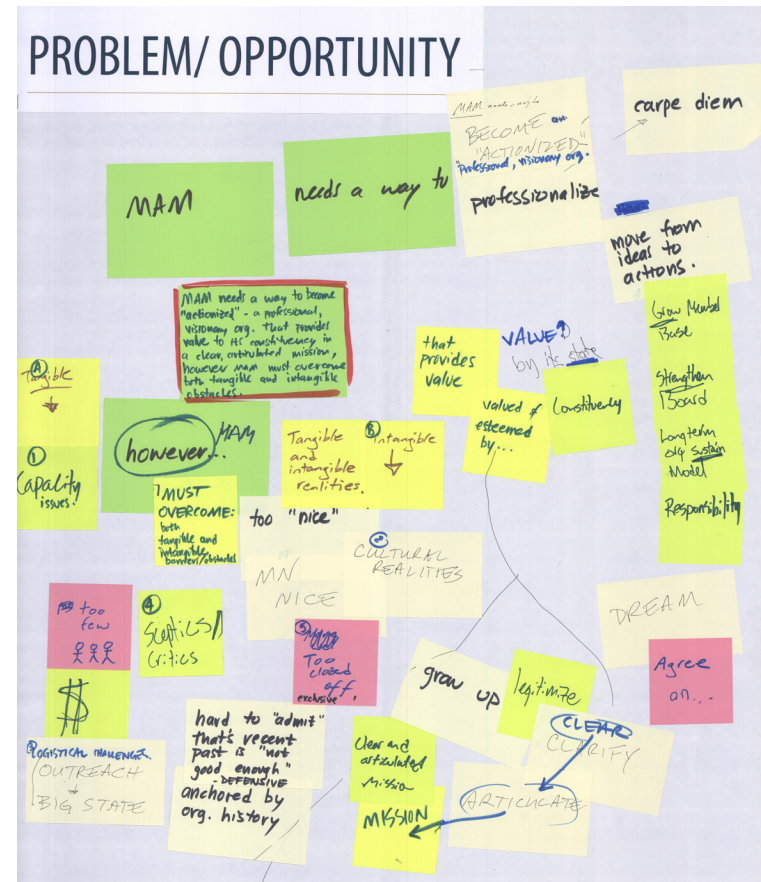
TEAM 1 MATERIALS The Big Bang: The Transformation of MAM

TEAM 1 MATERIALS The Big Bang: The Transformation of MAM

Team Members Douglas Hegley, Jada Hansen, Matt Hill, Todd Wright



Empathy



Problem Definition

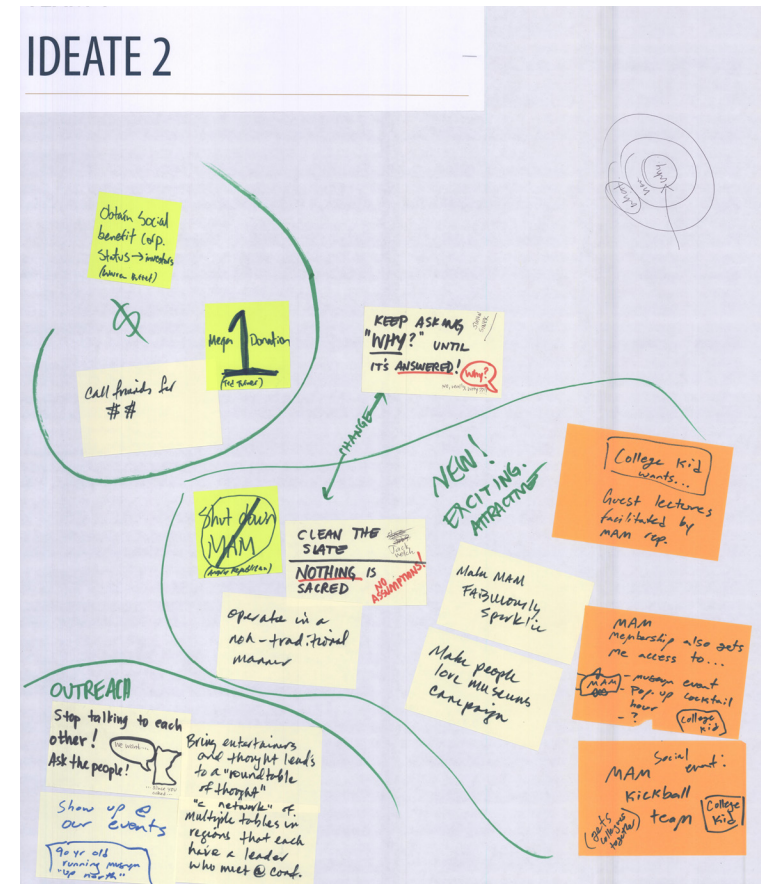
TEAM 1 MATERIALS

The Big Bang: The Transformation of MAM

Team Members Douglas Hegley, Jada Hansen, Matt Hill, Todd Wright



Ideation: Phase 1



Ideation: Phase 2

Team Members Douglas Hegley, Jada Hansen, Matt Hill, Todd Wright

PROTOTYPE

CREATIVE TITLE:

The Big Bang: the transformation of MAM

1-2 SENTENCE DESCRIPTION:

The old MAM undergoes a big bang, gets a clean sweep, plants a new dazzling stake in the ground and is now actively listening and has technology features and ~~fast~~ follows the shiny path.

DESIGN FEATURES:

- colorless
 - Box with old tied-up MAM
 - Inside; full of binding narrative stuck knee deep in tradition
 - The big bang; single stream of blood
 - Clean sparkle sweep
 - sparkle ~~sp~~ stake of intention; stake of aspiration
 - sits upon the fabulous path adorning the tower of exciting innovations, granted in technology.
 - which ~~is~~ is in concert with active listening
 - leads to ^{successful} ~~tree~~ of ~~tree~~ collaborative community, sponsorship, partners, crowned with triumphal cash.
- to people participants, donors and growth in the service to the entire state. We're having a ball.

Presentation

IMPLEMENTATION

KEY
BLK: WHAT
GRN: WHO
RED: WHEN

1. FUNDING.

- A. Partnership Agreement: GOAL - Succeed at Renew Todd W. + Exec Comm. ^{Design team} _{Now & ongoing.}
- B. New sources: identify, leverage. ^{Design team} Task Force + new participants. _{Establish Summer 2014; actions 2014-2015}

2. NEW STRATEGIC PLAN (5 YR) - with Annual Review of Plan.

- A. Action-focused. Specific goals.
 - B. Change-defined & prioritized.
 - C. Clarity on staff actions & responsibilities: EMPOWER Todd W.
 - D. Answer: WHY? (always).
- <All Directors> Task Force
Aug 2014 thru Feb 2015

3. INVOLVE STAKEHOLDERS across the state

- A. When, how - given constraints? PLAN! ^{Community} Todd W. + Task Force _{Now & ongoing}
- B. Re-evaluate "membership" ^{Task Force + Stakeholders} _{<evaluated in current FY, ending Apr-May '15>}

4. COMPLETE EVOLUTION from Steering Committee to Board of Directors.

- A. Amend of Incorp + Bylaws updated ^{Task Force} Existing Task Force _{Sep 14}
- B. Improved process ^{Exec Comm.} Dec 2014
- C. Implement Task Force model (with priority/timed projects/goals) _{Board. NOW}

5. ASPIRATION: Commit to bold goals.

- A. Excellence ^{Full Board} _{Now & ongoing}
- B. Excitement & celebration of success
- C. Community & Diversity ^{Community} Task Force

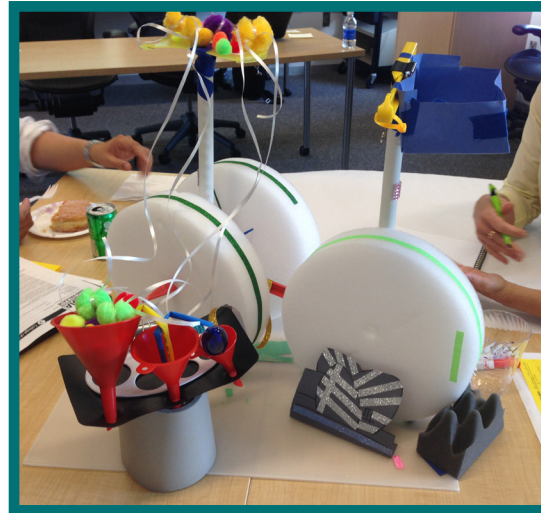
Implementation

TEAM 2 OUTCOME The Super-MAM-Cycle

Team Members **Chad Roberts, Christine Herbaly, Frances Lloyd-Baynes, Lin Nelson-Mayson**



Ideation



Prototyping



Working Team



Presentation (Click to Play)

Design Challenge

- How might we create an effective state-wide strategy and presence for MAM?
- How might we determine priorities for FY15 (that can be developed by board task forces as annual work plan) and identify current as well as new avenues of funding for MAM?

Problem Statement

MN Museum people need a way to find relevance and inspiration in MAM but have not because of lack of offerings/deliverable that meet their needs and excite them.

Prototype Description

It is a demonstration project which is everything the team wants MAM to be and the means to get there.

TEAM 2 OUTCOME **The Super-MAM-Cycle**

Team Members **Chad Roberts, Christine Herbaly, Frances Lloyd-Baynes, Lin Nelson-Mayson**

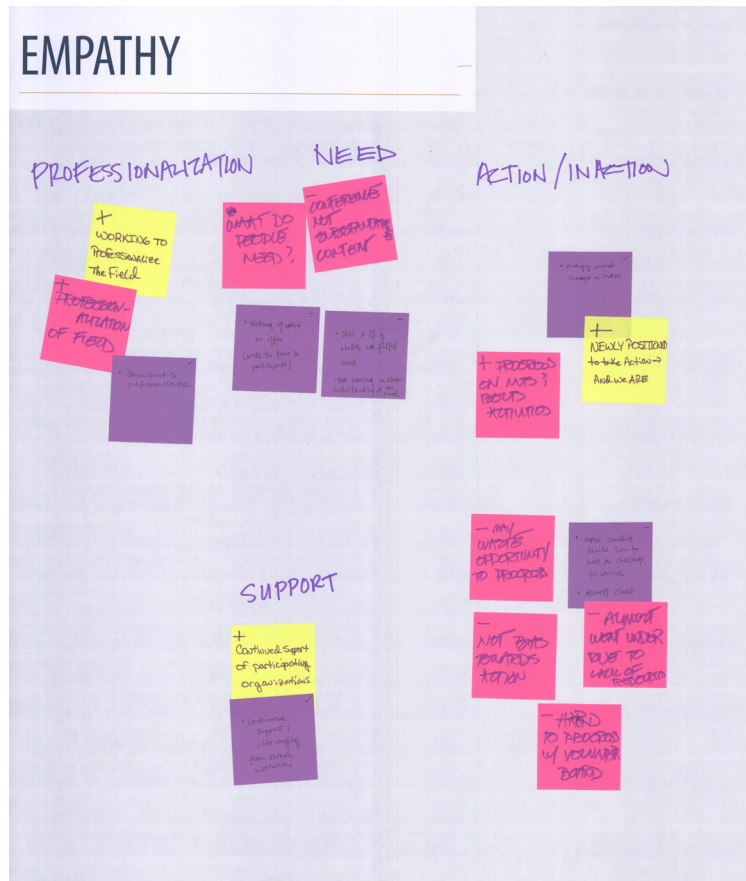
Design Features

- Funnels are measurable milestones/ evaluation, ideas and process
- Basket is to deliver and catch ideas
- Constituents riding cycle/ driving MAM's future
- Cycle is a process with reducible results like buy-in/partnerships, engaging programs, taking the show on the road and a means and method
- Diversity of people and ideas

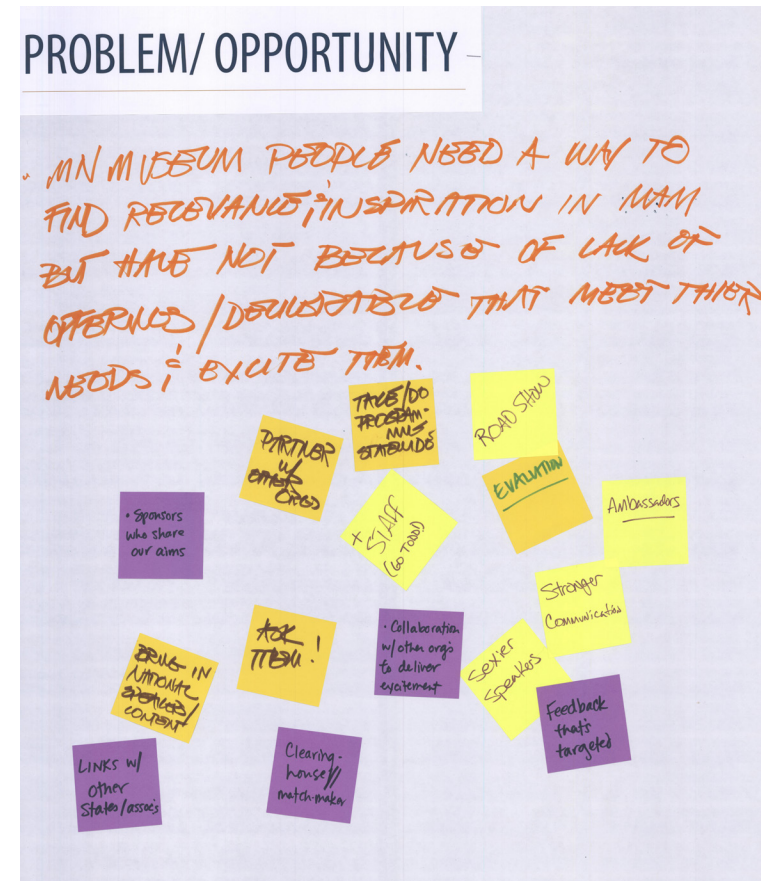
Implementation Steps

1. Board agreement and task force creation
2. Define goals (why?)/ checklist
3. Iterate conceptual design for pilot project
4. Test against goals
5. Devise a project plan with action points, deliverable and assignment
6. Do it!
7. Assess/ report back
8. Begin cycle again at defining goals

Team Members **Chad Roberts, Christine Herbaly, Frances Lloyd-Baynes, Lin Nelson-Mayson**



Empathy



Problem Definition

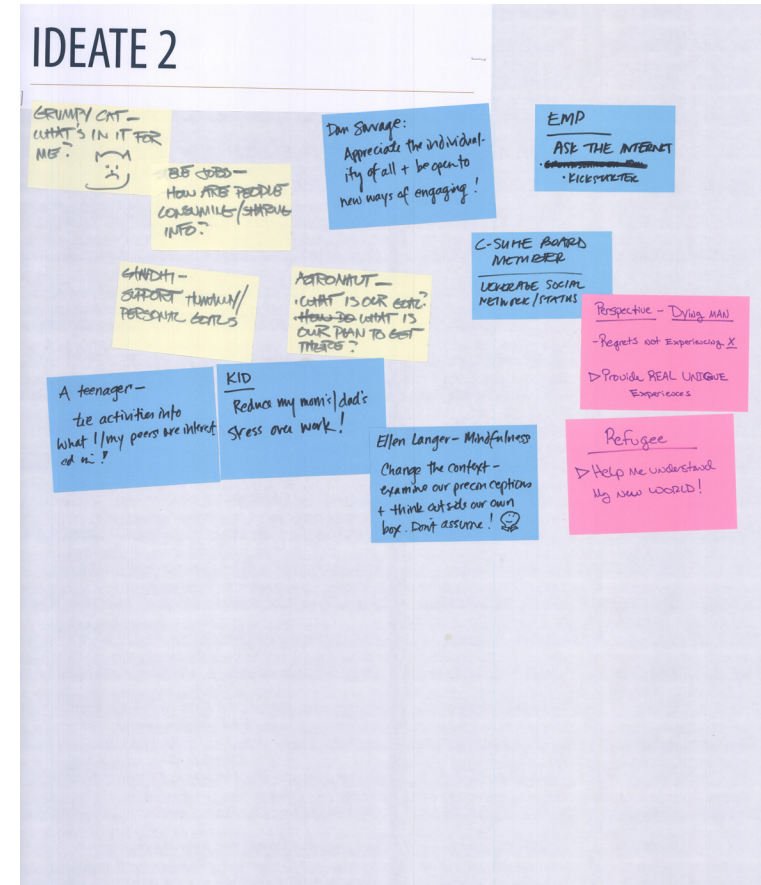
TEAM 2 MATERIALS

The Super-MAM-Cycle

Team Members **Chad Roberts, Christine Herbaly, Frances Lloyd-Baynes, Lin Nelson-Mayson**



Ideation: Phase 1



Ideation: Phase 2

Team Members **Chad Roberts, Christine Herbaly, Frances Lloyd-Baynes, Lin Nelson-Mayson**

PROTOTYPE

CREATIVE TITLE:

THE SUPER-MAM-CYCLE!

1-2 SENTENCE DESCRIPTION:

A DEMONSTRATION PROJECT. IT IS EVERYTHING WE WANT MAM TO BE & THE MEANS TO GET THERE.

DESIGN FEATURES:

- FUNNELS = MEASURABLE MILESTONES / EVALUATION
 - IDEAS
 - PROPOSALS
- BASKET = DEBUSS & CATCH IDEAS
- CONSTITUENTS RIDING CYCLES / DRIVING MAM'S FUTURE
- WORK CYCLES = PROPOSALS = REDUCABLE RESULTS
- CYCLES = BY IN / PARTNERSHIPS
 - ENGAGING PROGRAMS
 - TAKING THE SHOW ON THE ROAD
- DIVERSITY OF PEOPLE & IDEAS
 - MEANS & METHOD

Presentation

IMPLEMENTATION

- ① BOARD agreement and Task Force creation
- ② Define goals (why?) / check list
- ③ Iterate conceptual design for ^{pilot} project
- ④ Test against goals
- ⑤ Project Plan = action points
deliverables
assignments
- ⑥ Do it!
- ⑦ Assess / Report back)
 - ↓ Begin Cycle again

Implementation

CONCLUSIONS AND NEXT STEPS

CONCLUSIONS AND NEXT STEPS

The workshop divided participating MAM board members into two teams, each addressing a particular design challenge related to the effective functioning of the Association. The two teams moved at a rapid pace using the design thinking process of 'Empathy, Define Problem, Ideate, Prototype' to their design challenge and presented their work including a prototype at the end of the workshop.

Team 1 Outcomes

Team 1's Design Challenge was framed as:

- How might we catalyze the transition of MAM from its historical approach and operations to future strategy and operations?
- How might we articulate a working relationship between MAM board and staff to achieve its mission?

Team 1 identified the problem as 'MAM needs a way to become "actionized" - a professional, visionary organization that provides value to its constituency in a clean, articulated mission, however MAM must overcome both tangible and intangible obstacles.'

Team 1's prototype reflected an anticipated transformation of MAM in which *'the old MAM undergoes a big bang, gets a clean sweep, plants a new dazzling stake in the ground'*. It proposed that the new MAM would be an organization that actively listened, used technology well, and followed a promising and collaborative path with participants, donors and growth in the service to the entire state. Particularly notable was the recognition of current MAM *'colorless box with old tied-up MAM inside; full of binding apparatus stuck knee deep in tradition'*, the recognition that there would be some pain during the transition *'The big bang; single stream of blood'* but also the promise of an innovative future *'sparkle stake of intention; stake of aspiration, sits upon the fabulous path adjacent to the tower of exciting innovations grounded in technology'* that tapped the imagination *'leads to Seussical tree of collaborative community, sponsorship, partners, crowned with cash.'*

Finally, the Team 1's Implementation Steps included five aspects:

1. Funding focusing on a partnership agreement and new sources.
2. New Strategic Plan (5 year) with annual review and plan that was action focused with specific goals and prioritized with clarity on staff actions and responsibilities and always asking and answering the question 'Why?' to be clear on the purpose of the actions.
3. Involve stakeholders across the state by thinking through the 'when' and 'how', planning and re-evaluating membership by Task Force and stakeholders.
4. Complete evolution from Steering Committee to Board of Director by addressing Articles of incorporation, updating bylaws, implementing improved process through a Task Force model - with priority/ timed projects/ goals
5. Aspiration by committing to bold goals currently and in an ongoing way with a focus on excellence, excitement and celebration of success, community and diversity.

CONCLUSIONS AND NEXT STEPS

Team 2 Outcomes

Team 2's Design Challenge was framed as:

- How might we create an effective state-wide strategy and presence for MAM?
- How might we determine priorities for FY15 (that can be developed by board task forces as annual work plan) and identify current as well as new avenues of funding for MAM?

Team 2 identified the problem as 'MN Museum people need a way to find relevance and inspiration in MAM but have not because of lack of offerings/ deliverables that meet their needs and excite them.'

Team 2's prototype was a demonstration project *'which is everything the team wants MAM to be and the means to get there.'* It proposed that the demonstration project would have *'measurable milestones/ evaluation, ideas and process'* able to *'deliver and catch ideas'* with *'constituents riding cycle/ driving MAM's future.'* The cycle prototype also identified a *'process with reducible results like buy-in/partnerships, engaging programs, taking the show on the road and a means and method'* that included a *'diversity of people and ideas.'*

Finally, the Team 2's Implementation Steps included a list of 8 steps mirroring the design thinking process that was used to develop them:

1. Board agreement and task force creation
2. Define goals (why?)/ checklist
3. Iterate conceptual design for pilot project
4. Test against goals
5. Devise a project plan with action points, deliverable and assignment
6. Do it!
7. Assess/ report back
8. Begin cycle again at defining goals

CONCLUSIONS AND NEXT STEPS

Next Steps

Each team primarily addressed the first part of their challenge during the workshop. The second questions were addressed over the working lunch. The Board discussed the workshop and what actions they wanted to take based on the experience. In addition to the workshop activities, the Board also acknowledged changes to Board and Committee composition in the revised Bylaws, the requirements in the MNHS Partnership Agreement to coordinate efforts with other statewide museum-related organizations, and developing a more inclusive working relationship with new staff. Two task forces were begun - one to analyze existing programs and activities relative to achieving MAM's mission; and the second to review the membership program with particular attention to levels and benefits.

In addition, there was a report on contacting proposed new board candidates and proposed follow up with those people who have been contacted. There was also a report on progress of the September event and the board discussed crafting an effective message of partnership and service.

DESIGN THINKING RESOURCES

Design Thinking @ College of Design

University of Minnesota

Website: dt.design.umn.edu

Recommended Resources on Design Thinking

Books

- Warren Berger, *CAD Monkeys, Dinosaur Babies, and T-Shaped People: Inside the World of Design Thinking and How It Can Spark Creativity and Innovation*, Penguin Books, 2010
- Tim Brown, *Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation*, HarperCollins, 2009
- Roger Martin, *Opposable Mind, Winning Through Integrative Thinking*, Harvard, 2009
- Daniel Pink, *A Whole New Mind: Why Right-Brainers Will Rule the Future*, Penguin, 2006

Articles

- Design Thinking . . . What is That, Fast Company, 2006
- <http://www.fastcompany.com/919258/design-thinking-what>
- Design Thinking, Tim Brown, Harvard Business Review, 2008
- <http://hbr.org/2008/06/design-thinking/ar/1>
- Design Thinking for Social Innovation, Tim Brown & Jocelyn Wyatt, 2010
- Stanford Social Review http://www.ssireview.org/articles/entry/design_thinking_for_social_innovation/

Websites

- IDEO: <https://www.ideo.org/>
- Design Revolution: <http://www.d-rev.org/>
- Mass Design Group: <http://www.massdesigngroup.org/>
- Public Interest Design: <http://www.publicinterestdesign.org/>
- Stanford Dschool Resources: <https://dschool.stanford.edu/groups/dresources/>
- Stanford Dschool Methods : <http://dschool.stanford.edu/use-our-methods/>

Videos

- Innovation through Design Thinking by Tim Brown (IDEO) at MIT06
- <http://video.mit.edu/watch/innovation-through-design-thinking-9138/>
- Design Thinking CBS, 60 minutes
- <http://www.cbsnews.com/video/watch/?id=50138327n>
- Design Thinking can be learned, David Kelley on BusinessWeek
- http://www.businessweek.com/videos#video=xhNXBrMjqu9x8m5wJL8yo8-79_pIMSxF
- Design Thinking Process Example, IDEO's Sopping Cart Redesign ABC Nightline
- <http://www.youtube.com/watch?v=M66ZU2PClCM>



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